



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIAITO ORA

ākina
Growing Social Enterprise

Call for Registrations of Interest

Participation in Acceleration for Results Programme Stage One

ROI released: 07/10/2016

Deadline for Questions: 14/10/2016

Deadline for Registrations: 24/10/2016

Ministry of Social Development
Community Investment
The Terrace
Wellington

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What this opportunity is

Ministry of Social Development's Community Investment business group is about to begin an Acceleration for Results programme with partner Ākina Foundation. We are seeking to work with a number of Community Investment funded providers to co-design an effective way to transition current contracted providers to using results-based contracting models which support the outcomes of MSD's Community Investment Strategy. (<http://www.msd.govt.nz/about-msd-and-our-work/work-programmes/community-investment-strategy/>)

About us

Ākina Foundation supports people and organisations to drive positive social or environmental change through social enterprise. Social enterprise provides a means to improve social wellbeing, environmental sustainability, and economic performance in Aotearoa New Zealand.

Community Investment (CI) leads the Ministry's investment in communities by purchasing social services to support vulnerable children, young people and adults. We work alongside our communities and community providers to support families and individuals to be safe, strong and independent.

About this programme

Results-based contracts, within a social investment system, have a number of moving parts. Over the past couple of years CI, providers and other partners have been working on those different parts by developing tools, processes and frameworks. This programme is an opportunity to test how to bring all of these parts together with a social investment approach that all parties can operate effectively in.

Over the next nine months, Ākina and CI will work with a small group of selected providers and Community Investment Advisors to co-design new results-based contracting models using validated results frameworks. These models will then be tested with more providers so that further input can be gained and refinements made.

A results-based contract, for the purposes of this programme, is a contract that specifies desired results, where there is a risk of losing that contract when the results are not achieved. Payment may or may not be attached to achievement of those results.

We aim to develop a new model of engagement that recognises the complexity in shifting to results-based contracts and works in partnership with providers. It's about building capability, culture, evidence and systems that lead to greater results for our communities.

The programme is focused on growing the capability of both providers and CI staff over the next nine months. We recognise that moving to results-based contracts requires a range of capabilities, data and systems. We also recognise that different providers are at different stages of readiness for results-based contracts and so we are looking at ways to support providers with this change.

This programme supports the overall Community Investment Strategy.

What are we seeking?

In stage one of the programme, we are seeking to work with seven providers of differing capability, size, location, client ethnicity and client groups.

We are looking for providers who:

- are enthusiastic and keen to engage with us to move towards results-based contracting models and the new social investment arena
- have capacity and willingness to meaningfully engage and work with us to learn how to shape the future of contracting for results
- have a range of different characteristics in order to get representation of the sector as a whole (like readiness for result-based contracting, provider type, target client group, size and location).

We are specifically looking for providers funded to deliver services to families in their communities that aim to:

- prevent the occurrence of child maltreatment
- increase children's physical and mental health and development and/or
- increase resiliency in families/whānau.

Why we are specifically focused on these types of services?

We know there is a wide range of providers throughout our regions delivering these kinds of services. This means we can test how differences in provider characteristics need to be accommodated in moving to a contract based on a similar set of result measures.

What is important to us?

Under the Community Investment Strategy, we are changing the way we work with social service providers. We need to be more focused on achieving better results for those people most in need and most vulnerable.

Through this programme, we want to build an understanding of how to effectively transition current providers to results-based contracting and achieve our aims of the Strategy. We will grow that understanding by co-designing, prototyping and testing a new model of engagement between ourselves and providers.

For providers, this will mean more clarity about what we want to achieve, more flexibility to innovate and try new things, and better knowledge about how to demonstrate service effectiveness.

By the end of this programme, we will have:

- tested prototypes that develop learnings on the best approach for CI and providers to effectively transition to results-based contracts
- introduced a range of results-based contracts for the providers involved. These contracts will have a clear Results Measurement Framework and potentially various payment mechanisms
- identified partnerships and arrangements needed to enable the future success of the prototype
- developed tools to support both providers and CI staff in the future implementation of results-based contracts
- identified systems barriers that need further development for effective scaling of the implementation
- gained insights about how we might scale the adoption of results-based contracting models.

As a provider, why should you get involved?

This will provide you with the opportunity to get ahead of the curve; results-based contracts are the way of the future. This is your chance to be an early adopter and help shape how different results-based contracting models may work for our social sector.

This is also a chance for you to receive support to be more ready for results-based contracting and shift your organisation to be outcome focused.

Providers involved in the programme, will:

- have a chance to influence and shape the future in how we engage with providers through results-based contracting models in future
- work closely with CI and your local Community Investment Advisor to co-design the results we are seeking to achieve and develop meaningful programme level performance measures
- receive support to help build their capability to move towards results-based contracts and better understand the outcomes of their services.

Is your organisation ready to be involved at this time?

Stage one of this programme is a reasonably time intensive process so if you do not have the resources (people/time) to contribute meaningfully at this point, please do not register. We are anticipating that stage one will be the most time intensive of all of the phases.

If you don't have the capacity now to participate, don't worry, there will be further opportunity to take part in the programme in later stages. Keep an eye out for future Registrations of Interest. There will be further opportunities to participate in this programme in later stages between December 2016 and June 2017.

Is there any extra funding for providers participating in this programme?

There is only funding for direct participation in the programme to cover reasonable travel and accommodation costs. We may also support particular training and capability building where it relates to a need that emerges from the process.

There will be no preferential treatment of providers who have participated in the programme in future procurement processes. There are benefits to providers in being able to participate in the social investment process, as outlined above.

SECTION 1: Key information



1.1 Context

This is an invitation to suitable providers to submit a Registration of Interest (ROI) in the opportunity to participate in the Acceleration for Results Programme.

In order to register for the programme you need to complete the short online questionnaire by the closing date found at this link:

<https://akina.typeform.com/to/hmc4XH>



1.2 Our timeline

- a. Here is our timeline for this ROI.

Step in ROI process:	Date:
Deadline for questions from providers:	14/10/2016
Deadline for us to answer questions from providers:	18/10/2016
Registrations Close for Stage One:	24/10/2016
Shortlisted Providers notified:	31/10/2016



1.3 How to contact us

- a. If you have any questions or enquiries relating to the programme or the ROI process, please direct them to the email address below.

Our Point of Contact

Email address: CI_Applications@msd.govt.nz



1.4 Developing and submitting your Registration

- a. This is an open process for existing CI providers. The ROI sets out the step-by-step process and conditions that apply.
- b. Take time to read and understand the ROI. In particular:
- develop a strong understanding of our Requirements detailed in Section 2 below.
 - in structuring your Registration, consider how it will be assessed. Section 3 describes our Selection Approach.
- c. If anything is unclear or you have a question, ask us to explain. Please do so before the Deadline for Questions 14 October 2016. Email our Point of Contact listed above.
- d. Registrations must be completed online via the Ākina website <https://akina.typeform.com/to/hmc4XH>.
- e. Check you have answered all of the questions and submitted your registration no later than **24 October 2016**.
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SECTION 2: Our Requirements

Participants of this programme must have a current on-going contract with CI for the provision of community based family services.

We are specifically looking for providers who are delivering services to families in order to:

- prevent the occurrence of child maltreatment
- increase children's physical and mental health and development and/or
- increase resiliency in families/whānau.

These services are typically regionally funded under Non-departmental funding¹.

We are excluding any programme specific services, which are often nationally driven, for example Family Start and Social Workers in Schools. This also excludes departmental funded Child, Youth and Family statutory services.

We want to work with a range of providers differing in capability, size, clients and locations in order to gain the most learning.

In order to join the programme from stage one, you must be able to commit two people to attend the discovery workshop scheduled for the 14 and 15 of November in Wellington. At least one of these people must have the ability to sign or negotiate contracts and influence change within your organisation. You must also be able to commit to investing time over the remainder of the programme, from November to June 2017.

We will reimburse providers for the reasonable cost of transport and accommodation for the discovery workshop.

2.1 Background – Why we are focused on providers delivering these types of services to families

This is an area of funding where we have not always been clear about who the services are targeting and what results and outcomes are being achieved across the country. Through this programme, we will be able to focus on a similar set of result measures through the development of results measurement frameworks; this would be too difficult with a wide variety in types of services.

Having a common set of result measures, we can test how different characteristics such as provider capability, size, geography and target client group impact on moving to a results-based contract.

2.2 What we are offering

This ROI relates to the participation in Accelerations for Results programme Stage One. There will be further opportunities to join in this programme in later stages between December 2016 and June 2017.

¹ Non-departmental funding, also known as 'NDOE' funding excludes all statutory services funded under Departmental funding or 'DOE' funding.

Participation in this programme will involve working with your Community Investment Advisor and the programme team to understand and then grow your organisation's readiness to move to results-based contracts. Growing your readiness may involve:

- capability building at different levels of your organisation
- exploring what a results focus means for your organisation's culture
- developing and strengthening your organisation's results measurement framework
- understanding and improving the systems within your organisation to manage evidence and data.

The mix of activity you undertake will depend on what you decide your organisation most needs, and what supports the programme is able to offer within the resources and timelines available. The discovery workshop will aim to get a common understanding of what tools and supports are needed throughout the programme. This may be a combination of group learning with other providers, one-on-one support with MSD and partners, and self-directed learning completed within your organisation.

2.3 Key outcomes

The following are the key outcomes we will achieve by the end of the programme:

- Increased capability of all the parties involved and a shared understanding of our respective readiness to move towards results-based contracting models.
- Stronger trust built between providers and CI and a better understanding of the Community Investment Strategy and how we can work together to achieve better results for our most vulnerable.
- Increased understanding of risk and tolerance management and for different types of risk within contracting arrangements.
- Increased readiness for a new way of working for both CI and providers.
- Verified results measurement frameworks at programme and provider level.
- Determined data requirements and implemented required data collection processes including client level data.
- Shared understanding of tools, process and capabilities required to move to results-based contracting arrangements that can be used to support the wider sector.
- A range of results-based contracts introduced to the sector.

SECTION 3: Our Selection Approach

3.1 Pre-conditions

We are looking for providers who meet the following pre-conditions to register their interest.

#	Pre-condition for Stage One
1.	Participants must have a current on-going contract with CI, and full MSD Accreditation, for the provision of community based services for families under non-departmental funding that aim to: <ul style="list-style-type: none">• prevent the occurrence of child maltreatment,• increase children’s physical and mental health and development and/or• increase resiliency in families/whānau.
2	Two participants able to attend the discovery workshop scheduled for the 14 and 15 of November ² and able to commit to at least four hours a week to the programme over six months.

There will be opportunities for providers who do not meet the second precondition to participate at a later stage.

We anticipate that the first stage of this programme will require the most time from participants. We expect less time will be required in the subsequent stages.

3.2 Selection criteria

Registrations which meet all pre-conditions will need to meet the following selection criteria.

Criterion
1. Current Provider delivering a service with the aims as defined in Section Two – our requirements.
2. Ability to attend initial programme dates and provide commitment for ongoing participation in the programme.
3. Adequate description of willingness to participate and understanding of the programme.
4. Nominated team has the necessary authority to sign and negotiate contracts and influence change in the organisation.

3.3 Online questionnaire

To complete your registration of interest you will need to answer the following online questions through the Ākina website and submit your application no later than **24th October 2016**. The online questionnaire is here: <https://akina.typeform.com/to/hmc4XH>

² CI will reimburse providers for the reasonable cost of transport and accommodation for the discovery workshop.

The table below outlines the questions you will be asked through the online registration process.

#	Online Questionnaire
1.	Name of Provider:
2.	MSD Contract Number:
3.	Provider Key Contact Name:
4.	Provider Key Contact Phone Number:
5.	Provider Key Contact Email:
6.	<p>Please confirm your availability for key workshop dates and your commitment to invest time over the rest of programme until June 2017.</p> <p><i>Discovery Workshop for Stage One is 14/15 November in Wellington. MSD will cover reasonable travel and accommodation expenses for your two attendees.</i></p>
7.	<p>Please provide a brief description of your 'Community based service for families' that aligns to the criteria outlined in Section 2 of the ROI Document.</p> <p>Services to families in order to:</p> <ul style="list-style-type: none"> • prevent the occurrence of child maltreatment • increase children's physical and mental health and development and/or • increase resiliency in families/whānau.
8.	<p>What area(s) is the service delivered in:</p> <p><i>List the locations you provide the service in</i></p>
9.	<p>What interests you most about this programme and what do you think you will gain from it?</p> <p><i>We're asking this to help us select a mix of providers with different needs</i></p>
10.	<p>What do you understand results-based contracting to be and how ready do you feel your organisation is to transition to results-based contracting?</p>
11.	<p>How do you currently plan and track results?</p> <p><i>Aim for around 4-5 sentences.</i></p>
12.	<p>Please identify the people and positions of those people who would participate in the programme.</p>
13.	<p>What authority do these proposed participants have to negotiate and sign contracts on behalf of your organisation?</p>
14.	<p>What authority do these proposed participants have to influence change within the organisation?</p>

The following questions are to ensure that we have a mix of types of providers participating in the programme i.e. size, ethnicity and client group.	
15.	Please select what type of Provider you identify your organisation as: (Tick box) <i>Māori, Iwi, Pasifika, Mainstream, Other (please explain)</i>
16.	Roughly, what percentage of clients are in the following categories? (Enter number) <i>Māori, Pasifika, NZ European, Refugee, Migrant, Other groups you work with</i>
17.	How many full time equivalent staff does your organisation employ? (Tick box, select one) <i>5 or less, between 6 and 20, more than 20</i>
18.	What is your organisation's total annual income bracket? (Tick box, select one) <i>less than \$300,000, between \$300,000 and \$1.5m, more than \$1.5m</i>

3.4 Final Selection

We are looking to work with seven providers in stage one.

The programme team, made up of CI and Ākina staff, will select providers to participate in Stage One of the programme. Providers will need to satisfy the pre-conditions and selection criteria outlined in sections 3.1 and 3.2 of this document.

Selected providers will have a diversity of readiness for result-based contracting (capability), provider type, target client group, size and location.

We want to work with as many providers as possible, although stage one is limited to seven providers. If you are not successful in stage one, there will be a chance for you to be involved at later stages.

Please note that selection is also dependent on the ability of your regional Community Investment Advisor to be involved in stage one of the programme.